

Year-end Strategic Performance Monitoring – Strategic Plan and Performance Measure summary

Year-end 2017-18

Summary

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1. The Council has made good progress in delivering positive outcomes for our residents. This report highlights key achievements delivered over the course of the financial year through the strategic plan activities and provides information about our performance against the basket of strategic performance indicators which we use to measure our success.
2. This report notes the significant progress made this year in delivering good outcomes for residents in our three strategic priority outcome areas. 41% of strategic performance measures, which have a target and are reported in this period, achieved or exceeded the set target. 42% of measures reported in this period improved or maintained performance compared to last year. Summary commentary by priority outcomes is presented below.

Priority 1: Creating opportunity by supporting aspiration and tackling poverty







commentary

A dynamic local economy, with high levels of growth that is shared by residents

- 2.1 The Council has provided *business support* to 733 businesses so far this year. The number of *new business registrations* is 1,070 in 2017, equating to 6.4% growth.
- 2.2 Our support has resulted in 261 pre start entrepreneurs benefitting from training. Of these, 75 enterprises have been created covering a wide range of commercial activities. In addition, 12 enterprises have been supported in finding suitable accommodation; 181 businesses assisted to improve retail and marketing performance; new sales generated through support projects amount to £1.98m (Supply Ready) and £166,000 (Retail Marketing Ready).
- 2.3 Key deliverables from the strategic plan activities that also support this outcome include:
 - Establishment of a Whitechapel Investment & Retail Officer Steering Group
 - Affordable workspace provision on 1st floor, Bethnal Green Library
 - Brick Lane and Thriving High Streets regeneration: 4 events held to increase footfall

Strategic Measure	Target	Actual	RAG Status	Long Term Trend (DOT)
BUS1 Number of businesses supported through Council activities	500	733		
BUS2 Rate of new business registrations	11%	6.4%		

- Residents into good quality, well-paid jobs**
- 2.4 994 residents were supported into work by the WorkPath partnership provision this year. The focus of the service is on supporting economically inactive and long-term unemployed groups of residents (residents furthest from the labour market, potentially with multiple barriers to employment), those that require extensive support over a longer period of time to get them job ready and into employment. There has been a substantial fall in Apprenticeship starts nationally and this is one of the contributing factors in the lower than expected outputs for this year.
- 2.5 The gap between TH and London employment rates has widened to 11.8ppts, with the Tower Hamlets employment rate being 62.2% whilst the London average rate is 74%. As reported in Q3, a technical review of these data (by the Council's research team) has suggested these survey-based data may not be very reliable.
- 2.6 Key deliverables from the strategic plan activities that supported this outcome and that have not outlined above include:
- £3.98m secured through S106 agreements, improving our ability to secure local employment with developers in the borough. Strategic Planning Document being revised to include financial penalties for missed employment and enterprise obligations.
 - Cabinet agreed for the development of the Group Training Agency across East London and pilots to deliver pop up training centres on LBTH sites to meet the demands on the industry.
 - Sector specific ESOL training and to develop the community training hub and work underway to better coordinate cross-borough ESOL delivery.
 - Construction and health & social care courses delivered.

Strategic Measure	Target	Actual	RAG Status	Long Term Trend (DOT)
WORK1 Tower Hamlets residents supported into work by the Council's Workpath partnership provision	1,500	994		
WORK2 Overall employment rate - gap between the Borough employment rate and London average rate (working age)	2	11.8		

- Children get the best start in life**
- 2.7 One of the main focusses for the Council is on children who are supported by our children's social care services. Since the establishment of the independently chaired Improvement Board,

there has been a steady improvement in performance for children's social care measures. This report covers performance to the end of the 2017-18 financial years, and whilst many of these measures were off target, performance continues to show positive trajectories.























- 2.9 The *average time between a child entering care and moving in with its adoptive family* is 547 days – a significant improvement over the past year and performance is now above the national average. *Thirty adoptions and special guardianship orders granted for looked after children* were granted this financial year. The *percentage of looked after children in the same placement for 2 years or more* was 62.3%; specialist foster carers are being recruited to improve outcomes for looked after children.
- 2.10 There has been a significant improvement in the rates of child protection visiting frequencies, and timeliness of assessments, visits and child protection plan reviews. For example, *the percentage of children on a child protection plans visited within the last 4 weeks* has improved by over 22 percentage points to stand at 95%.
- 2.11 Support is being provided to teams on improving trajectories to meet legal requirements. The impact of the ongoing work to raise compliance among all teams is that child protection plans are regularly monitored; ensuring children and young people are kept safe

Educational Attainment

- 2.12 As previously reported in Q2 and Q3 reports, educational attainment in Tower Hamlets has improved in Early Years education, Key Stage 2 and Key Stage 5 (A Level). Attainment at Key Stage 4 (GCSE level) measured by the attainment 8 point score was affected by changes in the assessment of English and maths and the points awarded for graded GCSE's. This resulted in a reduction for LBTH, London and National. The most suitable indicator to track performance during these changes is the English and maths A-C/9-4 measure, however; it should be noted that the English and Maths threshold in the school accountability framework is now the more demanding 9-5 measure.
- 2.13 Key deliverables from the Strategic plan which support outcomes for children and young people include:
- Early Help model implementation is underway. Organisational changes to deliver central capacity for case management and commissioning of early help services delivered. Outcomes framework developed, commissioning strategy and working to improve workforce development being written.
 - Adoption and implementation of the Sufficiency Strategy and the Review of the Leaving Care Service will improve outcomes for looked after children and young people. This is through improved commissioning of support services, enabling looked

after young people to access Leaving Care earlier to ensure a smoother transition to independence, and reducing placements of looked after children that are more than 20 miles from their support networks and services.

- A re-designed and re-launched youth service that works to a new outcomes framework is now offering 18 new universal youth hub sites. Services available from the hubs include health and wellbeing programmes, informal learning, specialist arts, specialist LGBTQ support, SEND support, and a young carers project.
- Schools and the Careers Service have continued to work jointly to meet the statutory duty to support young people to plan for their post 16 transitions by providing impartial information, advice, and guidance on options for progression.

Strategic Measure	Target	Actual	RAG Status	Long Term Trend (DOT)
LAC1 Average time between a child entering care and moving in with adoptive family (Time to adoption)	610	547		
LAC2 Number of adoptions and special guardianship orders granted for looked after children	38	30		
LAC3 Percentage of looked after children in the same placement for two years or more	71.60%	62.30%		
CP1 Percentage of children's social care contacts completed within 24 hours	95%	62.30%		
CP2 Percentage of children's social care assessments completed within 45 days	95%	72.70%		
CP3 Percentage of children on a child protection order visited within the last 4 weeks	95%	95%		
CP4 Percentage of child protection reviews completed in time	98%	96.30%		
CHILD1 Excess weight in 4-5 year olds	21.30%	23.20%		
EDU001 Key Stage 2 Achievement: Percentage of children achieving the national standard (attainment gap for White British children)	-3.3	-12.7		
EDU002 Key Stage 4 (GCSE) Progress 8 Achievement: (attainment gap for White British children compared to non-White British children)	-0.6	-1.16		
EDU003 Early Years Foundation Stage Profile: proportion of children achieving a good level of development	69	68.4		

EDU006 Key Stage 2 - percentage of pupils achieving the national standard	63	67.6		
EDU4 Educational attainment of looked after children at KS2	66.6	14		
EDU007 KS4 (GCSE) - Attainment 8	54	47.2		
NEET1 16 to 19 year olds who are not in education, employment or training (NEET)	6%	5.96%		
EDU009 KS5 – Average point score per entry - Academic qualifications	-	30.19		
EDU010.2 KS5 - average point score per entry - Tech Level qualifications	-	34.9		
EDU010.3 KS5 - average point score per entry - Applied General qualifications	-	37.63		
EDU5 Educational attainment of looked after children at KS4	27.2	22.1		
EDU009 KS5 – Average point score per entry - Academic qualifications	-	30.19		
EDU008 KS4 (GCSE) - Progress 8	0.22	0.25		

People are healthy and independent for longer

2.14 Healthy life expectancy has improved for both men and women in this borough. Data from the Office for National Statistics shows that a healthy life expectancy for men is 61 years and for women it is 56 years. Actual life expectancy is higher; at 78.7 years for men and 82.4 years for women.

Create a healthier place

2.15 This year 1,453 residents have quit smoking, supported by council and partner smoking cessation services. Of those, 27 were quits by pregnant women. 732 of the quits were from BME residents. Collingwood, Chicksand and Sydney Estates identified as areas for improvements to the physical environment; Rounton, Ion Square, St John McDougal Gardens, Jolly's Green, Ropewalk Gardens identified as sites for new urban gyms / pocket parks – to be delivered in 2018/19; Over 400 premises have received Food-for-Health awareness raising visits by Environmental Health Officers this year; Suicide Prevention Strategy adopted in December 2017

Integrating health and social care

2.16 £45million Better Care Fund for 17/19 agreed, underpinned by a Section 75 Agreement with NHS organisations; Discharge to Assess Service established at the Royal London Hospital

Supporting communities to drive change in health and wellbeing

2.17 Training delivered to c400 LBTH staff in Making Every Contact Count which helps them to support residents to lead healthier lives by identifying their own priorities; 7 community researchers recruited via the 'Community Insights Network' to inform the new Tower Hamlets Joint Strategic Needs Assessment; 100+ staff trained on the

half day Mental Health First Aid LITE awareness course

Increasing the independence and resilience of our communities 2.18 Provisional results from this year's Adult Social Care survey shows that 70.3% of adult care users say that the borough's care and support services help them to have control over their daily lives. This year we have established an integrated Community Equipment Service established (bringing together equipment, adaptations, Telecare and AT) operating 7 days per week

Tackling health-related employment issues 2.19 17 adults with learning disabilities have enrolled on a WorkPath pre-apprenticeship programmes since April 2017; Over 300 Tower Hamlets staff from statutory and non-statutory sectors (228 from voluntary sector or other) have been trained on the half day Mental Health First Aid LITE awareness as qualified Mental Health

Keeping vulnerable adults safe, minimising harm and neglect 2.20 'Make Safeguarding personal' community event held in July 2017, attended by over 100 service users

Strategic Measure	Target	Actual	RAG Status	Long Term Trend (DOT)
ADULT1 Percentage of adult care users who say care and support services help them have control over their daily lives	70.30%	70.30%		
ADULT3 Proportion of people over 65 receiving long term support, per 10,000 population	1,304.80	1,031.8		
ADULT5 Smoking Quitters - actual number	1,500	1,453		
ADULT4 Self-reported happiness (sense of wellbeing)	69.70%	78.50%		
ADULT6 Non-Elective Admissions (Better Care Fund)	93.50%	98.90%		
POP1 Population healthy life expectancy MALE	56	61		
POP2 Population healthy life expectancy FEMALE	52.4	56		















Gaps in inequality have reduced and diversity is embraced 2.21 *The employment gap between Tower Hamlets and the London average for residents who are women and for residents who are BME have widened to 17ppts and 14.4ppts respectively; targets for these measures have not been achieved. As reported for the employment rate (above), these results are survey based.*

2.22 A key priority for the Council is to support more women and black and minority ethnic and disabled residents into employment through our WorkPath partnership provision; key outputs include: 516 sustainable job starts for BME residents. 259 sustainable job

starts for women. ELBA, awarded 90k Somali graduate programme. 81 placements achieved as part of the Women into Health working start programme. 26 disabled residents offered pre-apprenticeship placements since March 2017. 18 +50 residents have started work placements and the ILM level 2 training.

2.23 Key deliverables which contribute to reducing inequality and embracing diversity include:

- Promoted awareness and understanding of different faiths, and interfaith activities by delivering a range of related community events, including Interfaith Week.
- Celebrated the heritage and diversity of the borough by sponsoring cultural events across the year, including International Women’s Week, Black History Month, LGBT History Month, and International Day of Disabled People.
- Launched pilot resident support scheme providing a mix of goods and services, and financial support.

Strategic Measure	Target	Actual	RAG Status	Long Term Trend (DOT)
WORK3 Proportion of people with mental health problems in employment	5.9%	6.9%		
WORK4 Employment gap for women: reducing the gap between the Borough employment rate and employment rate for women	-	17		
WORK5 Employment gap for BME residents: reducing the gap between the Borough employment rate and employment rate for BME residents	5.85	14.4		
EDU002.1 Key Stage 4 (GCSE) Attainment 8 Achievement: (attainment gap for White British children compared to non-White British children)	-	-11.5		
WORK6 Position of LBTH in London Boroughs for top 5% of earners that are female	1	1		
WORK7 Position of LBTH in London Boroughs for top 5% of earners that are BAME	1	1		
WORK8 Position of LBTH in London Boroughs for top 5% of earners that are disabled	1	1		

Exclusions and limitations

There are a total of 41 measures supporting this priority. Of these, the report includes 38 measures. The section below sets out the reasons for excluding certain measures from this report.

Measures not included in this report

- *Percentage of pupils who think they will go to university or higher education in the future (primary pupils and secondary pupils)* – These two measures are questions from the Tower Hamlets Pupil Attitude Survey (PAS). The PAS focuses on pupils' views and experiences on health and well-being, staying safe, the use of technology, local community and plans for the future. It was developed to replace TellUs, a national survey which was cancelled in 2010. The survey ran between November 2017 and January 2018 and captured the views of over 1800 pupils from 23 schools across the borough. Analysis is currently being undertaken and the final results will be available by Q1 2018-19.
- *Adult Social care carer satisfaction (carer satisfaction with social services)* – This is a bi-annual measure. The next survey will be conducted in November 2018, and reported in January 2019.

Priority 2: Creating and maintaining a vibrant, successful place











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commentary

An improved local environment	3.2	Street Cleanliness targets have been missed. The majority of failed streets are in the densest parts of the borough such as Bethnal Green and Whitechapel where footfall is very high such as high streets and market spaces which are prone to casual littering.
	3.1	Key deliverables relating to our work to reduce the impacts of traffic on our residents, making our borough one of the best in London to walk or cycle in and building a sustainable approach to road use and parking policy include: <ul style="list-style-type: none">• The “Love Your Neighbourhood” initiative, which is aimed at raising awareness and encouraging everyone in the community to play their part in keeping the borough clean and increase the amount of waste that is recycled.• Big Clean-Up events organised where residents can get involved: purpose is to show residents the importance of keeping the borough clean of waste and minimise waste as much as possible. A further event is scheduled for March.• Making recycling sacks available in Idea Stores and libraries 7 days a week, helping to make recycling easier for residents.• 95% of traffic calming works completed in Stepney and design and consultation completed for 5 others. Draft Local Plan submitted to the Secretary of State in February 2018.• Initiatives for improving air quality and enhancing environmental sustainability include 9 schools benefitting from improvements to reduce carbon emissions achieving a CO2 reduction of 62 tonnes / 15%. 44 referrals received onto the

boiler replacements programme.

- Average annual savings for households who switched energy was £157.
- A new therapeutic garden in Whitechapel supporting our biodiversity commitments.
- 50 on-street cycle parking spaces and 187 secure residential cycle parking spaces delivered. This figure includes 90 bike hangar spaces (equating to 15 bike hangars) and 90 spaces in a total of 8 communal cycle shelters.





Strategic Measure	Target	Actual	RAG Status	Long Term Trend (DOT)
CLEAN1 Percentage of household waste sent for reuse, recycling and composting <i>Awaiting 2017/18 data</i>	29%	22.8%		
CLEAN2 Level of street and environmental cleanliness - litter (%)	1.7%	2.2%		
CLEAN3 Level of street and environmental cleanliness - detritus (%)	1.2%	1.4%		
CLEAN4 Improved street and environmental cleanliness - graffiti (%)	5.2%	6.9%		
CLEAN5 Improved street and environmental cleanliness - fly-posting (%)	0.8%	1.1%		

People feel safe and places have less crime and anti-social behaviour

- 3.2 Whilst responsibility to tackle and reduce crime lies with the Metropolitan Police Service, the Council works in partnership with statutory partners to reduce the impacts of crime and disorder on the borough. The Council also funds additional police offers to support neighbourhood policing and tackle the priority crimes and issues that matter most to residents, private enforcement action is taken.
- 3.3 The *total notifiable offences* in Tower Hamlets was 32,187 year-to-date and 7,574 for Q4 (Jan-Mar 2018) this is up 3.7% (1,135) compared to previous year, but significantly less than the increase to the Metropolitan Police Service total for London, which was up 6.4% (49,767) to 827,225. The *proven re-offending rate by young people stands* at 39.7%, an improvement compared to previous reporting periods and lower than the London average.
- 3.4 Key deliverables from the strategic plan activities that support these outcomes include:
- Dealing with 247 high risk individuals on the IOM cohort

throughout the year.

- 46 Offenders were engaged in a mentoring programme; 39 engaged in Right Track offender based programme looking into impact of offending behaviour on the individual, victim and consequences; 27 engaged in the Tiger programme: dealing with trauma suffered by individual and providing them with coping mechanisms; 30 engaged in Building Bridges programme that looks into impact of offending behaviour on the offenders family; 38 engaged in Blue Sky employment agency; 52 referred to mental health to see a forensic mental health practitioner; 31 referred to local drug agency for drug treatment.
- 10 mobile deployable CCTV cameras have been acquired to tackle ASB in the borough.
- Two Criminal Behaviour Orders (CBO) currently granted with a further 22 in progress

Strategic Measure	Target	Actual	RAG Status	Long Term Trend (DOT)
SAFE1 Total Notifiable Offences (number)		32,187 (7,574)		
JCE9 First time entrants to the youth justice system		-36		









Better quality homes for all







- 3.5 The borough's population has more than doubled over the past 30 years, making Tower Hamlets the fastest growing local authority in the UK; and the population is expected to reach 391,200 by 2027. Around 37% of households on the housing waiting list are living in over-crowded accommodation and 54% are in priority categories 1 and 2. In 2017 the borough had the second highest number of households on the housing waiting list in London and the eighth highest nationally.
- 3.6 The number of *affordable homes* delivered was 926, and the *number of affordable social rented housing completions for family housing* was 316. Four schemes failed to complete by March, 2018, however it should be noted that the council has no control over the achievement of this target, as completions are managed by independent developers and the purchasing Registered Providers. The *number of affordable provided as wheelchair accessible or adaptable* was 146. The policy target of 10% of the total number of affordable homes has been exceeded.
- 3.7 897 *overcrowded families were rehoused* to larger and more suitable accommodation representing 53% as a percentage of total lets. The Council has little influence over applicants' bidding strategy because of choice based lettings – which allows applicants to choose what they consider suitable for them. The Common housing Register partners facilitates Open Day event for residents, and

officers continue to encourage applicants to exercise different housing options and be more flexible in their bidding.

In addition to the health and educational benefits of reducing overcrowding in homes, the high number of lets to overcrowded applicants also has a positive impact on preventing homelessness because many applicants that do approach the council as homeless are often from accommodation that is overcrowded.

- 3.8 The proportion of households who considered themselves as homeless, who approached the local authority's housing advice service(s) and for whom housing advice casework intervention resolved their situation (*homeless preventions*) was 15.8%. Over the year, there were 349 preventions and a total of 2,309 approaches.
- 3.9 The number of families in B&B accommodation for longer than six weeks remains zero and has been since September 2016. The number of households living in temporary accommodation is 2,234 of which 1919 were owed a statutory duty. There has been a small increase in the total number mainly due to initiatives to reduce rough sleeping which has led to a short term increase in the number of non-family households (adult-only) accommodated in bed and breakfast hotels.
- 3.10 Other deliverables supporting this outcome include: New Private Rented Sector Charter webpages which have been visited by thousands of residents seeking information. Quarterly training sessions are being run in conjunction with the London Landlord Accreditation Scheme, for landlords in the Borough. Enforcement actions achieving improvements to the businesses involved in the regulation of private rented housing in Tower Hamlets and across London.

Strategic Measure	Target	Actual	RAG Status	Long Term Trend (DOT)
HOME1 Number of affordable homes delivered (gross)	1,375	926		
HOME2 Number of affordable units provided as wheelchair accessible or adaptable (10% of affordable homes delivered)	78	146		
HOME3 Number of affordable social rented housing completions for family housing (gross)	410	316		
FAM1 The proportion of overcrowded families rehoused, lets to overcrowded households (%)	50	53		

FAM2 Number of homeless families in B&B >6 weeks	0	0		
FAM3 Number of households living in temporary accommodation		1,919		
FAM4 The proportion of households who considered themselves as homeless, who approached the local authority's housing advice service(s), and for whom housing advice casework intervention resolved their situation.	21	15.8		

Communities are engaged, resilient and cohesive.

3.12 Cohesion and belonging is measured through our Annual Residents Survey – the results of which will be available later this year. There are six strategic actions underpin the delivery of this outcome. Key achievements for this outcome include:

- Community Engagement Strategy agreed by Cabinet on 30/01/18. Work has begun on a co-production framework, community asset mapping, capacity building and enhancing target communications relevant to different sectors of our community.
- Co-producing detailed schemes for each of the agreed themes in the grants policy with the Voluntary and Community Sector with the launch of the new programme in summer.
- Projects to bring residents from different backgrounds together to improve their neighbourhoods have started delivering in Aldgate East and Mile End.
- Following publication of a social integration Green Paper and the launch of the Mayor of London's social integration strategy in March 2018, work has begun on shaping a cohesion plan drawing on the 2017 cohesion outcomes framework
- Delivered a new corporate voluntary and community sector grants policy framework
- Delivered the framework for the new Community Commissioning programme to replace the current MSG
- Progressed the transition of the former Third Sector Advisory Board to Co-operate

Exclusions and limitations

There is a total of 22 measures supporting this priority. Of these, the report includes 14 measures. It should also be noted that due to reporting and data source limitations, some data included in the report does not cover the full period up to 31/03/18. The sections below set out (a) the reasons for excluding certain measures from this report and (b) those measures which are subject to delay in data availability.

Measures not included in this report

Annual Residents Survey (ARS) measures – There are six ARS survey measures in this priority. The survey was carried out earlier in the year and is expected to be fully validated and analysed by the end of the summer. The measures are:

- Overall / general satisfaction with the local area
- Percentage of residents who rate parks and open spaces as good, very good or excellent
- Extent to which residents feel the police and other local services are successfully dealing with ASB
- Local concern about ASB and Crime: drug use or drug dealing as a problem / vandalism, graffiti and criminal damage as a problem / drunk and rowdy behaviour in public spaces as a problem
- Proportion of users who rate libraries/Idea Stores as good, very good or excellent
- Proportion of people who believe people from different backgrounds get along well together

Improved air quality – The council’s newly adopted air quality action plan will be underpinned by a set of measures to be implemented from 2018/19. These measures will focus on the elements of air quality improvement which the council can directly influence.

Percentage of overall council housing stock that is non-decent – Data collection delays due to number of third party providers providing returns. The year-end outturn for this measure will be available by Q1 2018-19.

Measures which do not include data up to 31/03/18











Percentage of household waste sent for reuse, recycling and composting – Measure reports one quarter in arrears because of the level of data quality checking prior to submitting return on WasteDataFlow (the web based system for municipal waste data reporting by UK local authorities to government). Year-end data is expected to be included in the next quarterly report.

Priority 3: Working smarter together as one team with our partners and community

4

commentary

An enabling and efficient Council	4.2	The budgeted collection rate for <i>council tax</i> was 101.42%, and for business rates (NDR) budget collection rate was 98.45%.
<i>Customer Access</i>	4.3	<i>83.34% of contact transactions are now dealt with online (channel shift).</i> The phasing for contact centre integration has been agreed and minor works procurement to Idea stores completed to start work on site May 2018 with all sites completed by early 2019. Options for our digital platform, including 'My Account' have been agreed.
Sickness Absence	4.4	The number of working days / shifts lost to sickness absence per employee is 10.27. A comprehensive package of support will help to transform the council's approach to sickness management and employee wellbeing includes: supporting managers to tackle sickness absence within their teams; procurement of a new Occupational Health Service. Actions taken for employees with chronic musculoskeletal conditions that have resulted in long or recurrent sickness absence to facilitate return to work. A new Occupational Health Service from an external provider is being procured.
	4.5	Key deliverables from the Strategic Plan supporting the delivery of the working smarter together as one team with our partners and community outcome include the piloting of a new learning management system and launched this early in April 2018.
Organisational culture	4.6	Over 80% of the actions in the Best Value Improvement Plan are now delivered. The Council will be hosting a Corporate Peer Challenge in June 2018 which will help us to understand the progress we have made over the years on the best value areas.
	4.7	Good progress is being made against the 15 recommendations from Ofsted via the Children's Services Improvement Board with progress regularly shared with Cabinet.

Strategic Measure	Target	Actual	RAG Status	Long Term Trend (DOT)
CUST1 Customer Access Overall Satisfaction (telephone contact)	93%	90%		
CUST2 Percentage of contact transactions dealt with online (channel shift)	85%	83.34%		
REV1 Percentage of Council Tax Collected (budgeted)	101%	101.42%		
REV2 Percentage of Non-Domestic Rates Collected (budgeted)	100%	98.42%		
HR1 Number of working days/shifts lost to sickness absence per employee	8.1	10.27		

Partnership relationships, nurturing an outward looking culture

4.8

The Strategic Partnership has met on a bi-monthly basis. Through this, work has been completed on spend analysis and a borough needs analysis. As part of this, a Partnership Summit was held in January and attended by 350 senior managers from our partners. A further summit is being arranged in July to launch the Community Plan.

Exclusions and limitation

There are a total of 11 measures supporting this priority. Of these, the report includes 5 measures. The sections below set out the reasons for excluding certain measures from this report.

Measures not included in this report

Annual Residents Survey (ARS) measures – There are six ARS survey measures in this priority. The survey was carried out earlier in the year and is expected to be fully validated and analysed by the end of the summer. The measures are:

- My Council listens to the concerns of local people
- The percentage of residents agreeing that the Council involves residents when making decisions
- The percentage of residents who feel able to influence decisions in their local community
- The percentage of residents agreeing that the Council is doing a good job

Staff Survey measures – The staff survey has been postponed to November/December 2018. The measures are:

- My manager treats me fairly and with respect
- Percentage of staff that are proud to work for Tower Hamlets